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Massachusetts Office of Business Development

FISCAL YEAR 1995 ~ ANNUAL REPORT

UMASS/AMHERST

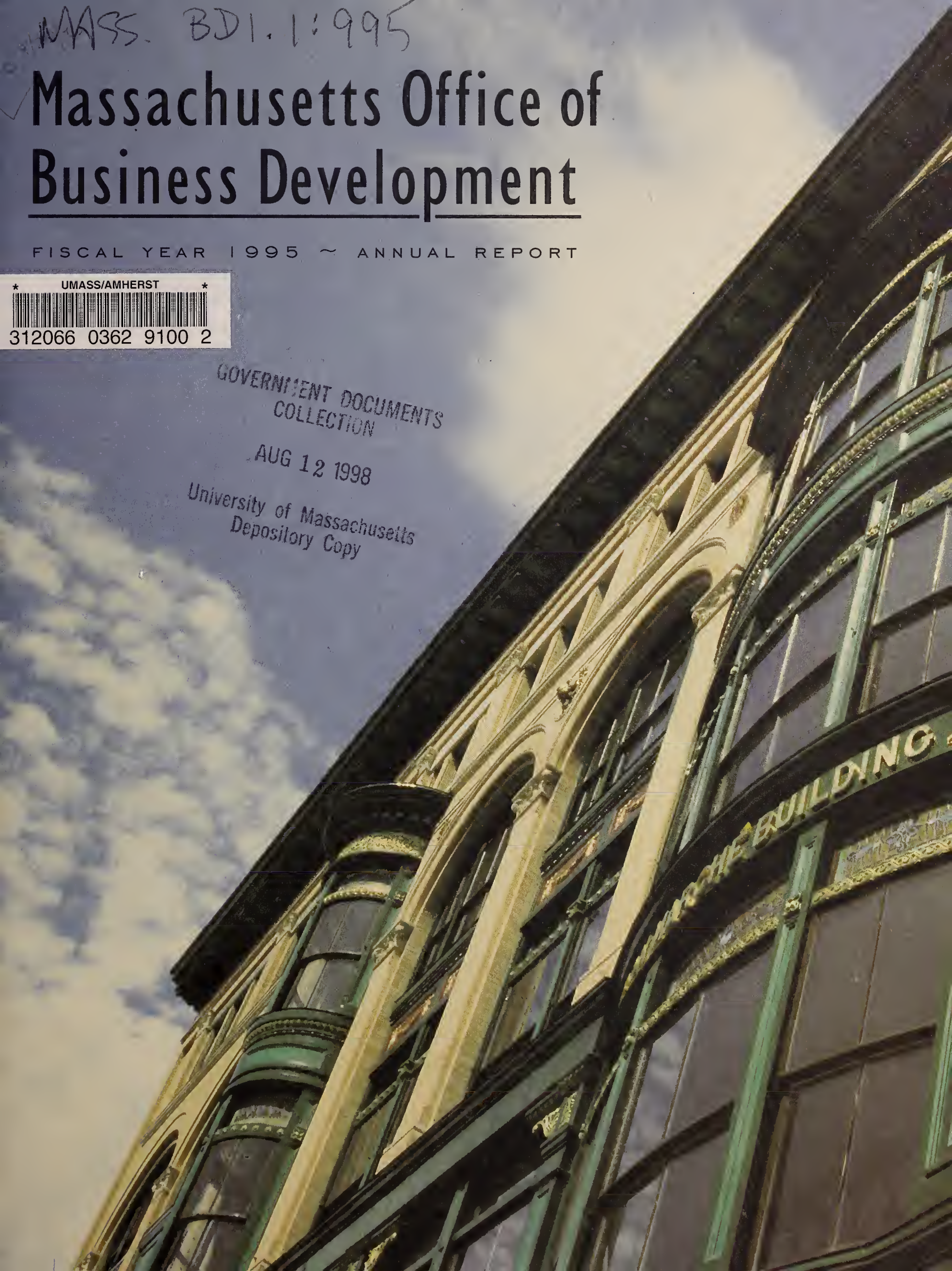


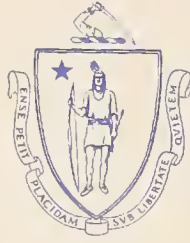
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GOVERNMENT DOCUMENTS
COLLECTION

AUG 12 1998

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William F. Weld
Governor

Argeo Paul Cellucci
Lieutenant Governor

Gloria Cordes Larson
Secretary of Economic Affairs
Executive Office of Economic Affairs

John R. Regan
Executive Director
Massachusetts Office of Business Development



Cover: Featured on the cover is the Bon Marché Building, an example of economic redevelopment in one of Lowell's three Economic Opportunity Areas. In the Spring of 1993, the Lowell Development and Financial Corporation (LDFC), a nonprofit consortium of local and regional banks that collaborates with the city to foster economic development, bought the five-story, 120,000 square foot former department store. LDFC, MOBD and other economic development groups, are committed to revitalizing Lowell's downtown commercial center.

Inset: This photograph displays a collection of old lamps from the Bon Marché Building as the building undergoes renovations.

Total Number of Jobs
Created & Retained
through MOBD's efforts
during FY 1995

FY 1995 Totals

jobs created

8,197

jobs retained

12,875

companies

168

1st Quarter

jobs created

843

jobs retained

1,329

companies

24

2nd Quarter

jobs created

3,658

jobs retained

1,798

companies

40

3rd Quarter

jobs created

1,362

jobs retained

3,029

companies

45

4th Quarter

jobs created

2,334

jobs retained

6,719

companies

59

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A Message from Secretary Gloria Cordes Larson

Throughout the course of the past fiscal year, the Weld-Cellucci Administration has worked to keep Massachusetts at the forefront of economic development by creating a climate where companies can prosper and emerging enterprises can gain access to the resources necessary to succeed.

In Fiscal Year 1995, the Massachusetts Office of Business Development (MOBD) made tremendous strides in promoting economic growth throughout the Commonwealth by helping create more than 8,000 new jobs and retain over 12,000 existing jobs.

The Economic Development Incentive Program (EDIP), created by Chapter 19 of the Acts of 1993, has proven to be extremely effective. The tax incentives offered through this program have helped our communities advance key development projects that otherwise might not have succeeded. MOBD has successfully marketed this program across the state and continues to assist in the designation of certified projects.

We have continued our efforts to market Massachusetts as an attractive place to do business. Through our direct mail efforts, over 11,000 companies throughout the country have been contacted. These targeted companies represent the core industry clusters which exist in our economy today: biotechnology, envirotechnologies, telecommunications, software, medical instrumentation, fiber optics, health science, and robotics. This campaign has helped to dispel the lingering perception that Massachusetts is hostile to business growth. That perception is now being replaced by the new reality, that our state has a business-friendly atmosphere and that our incentives, highly-skilled work force and quality of life give us a strong competitive advantage. As this annual report demonstrates, Massachusetts wants our businesses to succeed and grow so that they can provide the jobs our citizens deserve.

Sincerely,

Gloria Cordes Larson

Secretary of Economic Affairs

Executive Director John R. Regan



The Massachusetts Office of Business Development (MOBD) is quickly maturing to effectively meet the economic challenges that confront our state. Each regional "One-Stop Business Center" is staffed with professionals who understand the diverse range of programs and opportunities throughout the Commonwealth, providing individualized attention to the needs of each of our business customers. The continuation of our regional offices combined with the creation of additional satellite offices have played a significant role in more than doubling the number of companies which we were able to assist this past year. Through partnerships with institutions like Salem State College, the University of Massachusetts, MassJobs Council, Massachusetts Manufacturing Partnership, the various quasi-public and private lenders, industry councils, regional and community-based chambers of commerce as well as communities across the state, we are now able to bring added strength to our job creation efforts.

A healthy manufacturing sector is critical to a prosperous economy; MOBD appointed a Director of Manufacturing Development earlier this year. The Director of Manufacturing Development will work with our various partners to integrate a number of development programs for manufacturers to help increase their individual competitiveness, and that of Massachusetts.

The Industry Specialist Program continues to have a positive impact on each of the following targeted industries: telecommunications, biotechnology, medical instrumentation, envirotechnologies, agricultural/wood products, fishing and software. Companies and communities alike are able to enjoy the assistance of an assigned MOBD industry specialist to steward companies through state regulations and to assist in determining ways to develop their industry. MOBD's Industry Specialist Program has been recognized as one of the best government initiatives in the nation and received a national award for innovative leadership this past year.

It has been an eventful year for the Massachusetts Office of Business Development. Over the past twelve months, we have expanded our efforts regionally, instituted new programs, and increased our professional staff to serve the economic development needs of the Commonwealth more efficiently and more effectively.

Sincerely,

A handwritten signature in dark ink, reading "John R. Regan". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

John R. Regan

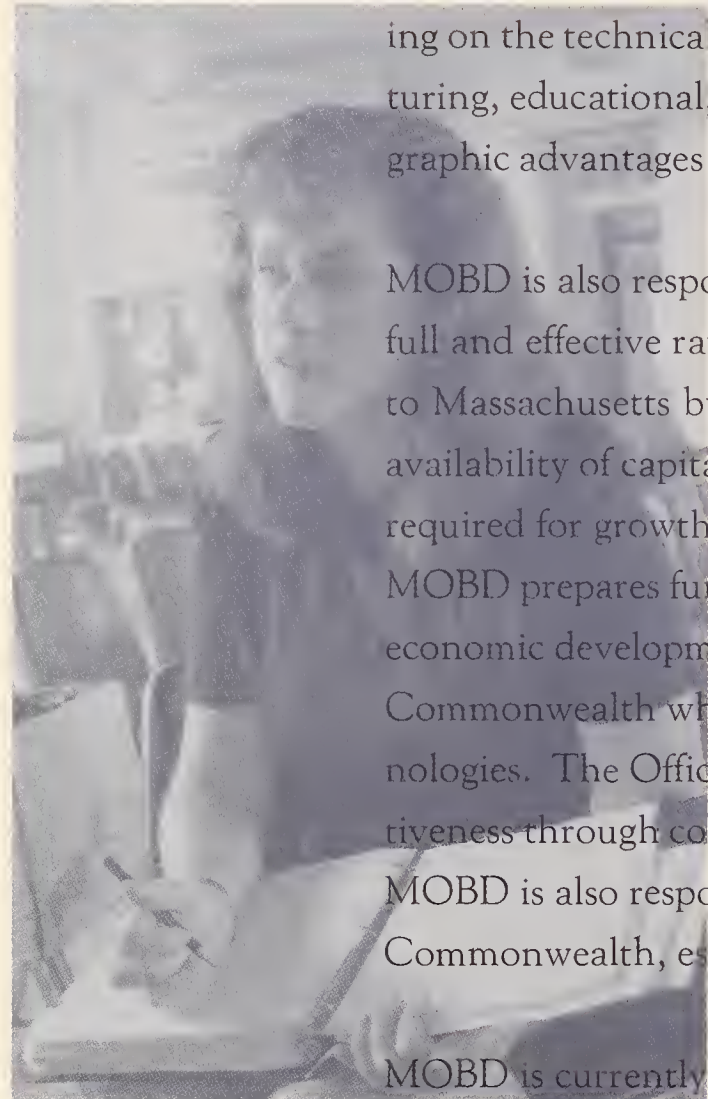
Executive Director

The Massachusetts Office of Business Development (MOBD) was formed in 1987 as a result of a reorganization plan filed under the provisions of Article LXXXVII of the amendments to the Massachusetts Constitution. This reorganization plan began in Chapter 525 of the Acts of 1987. MOBD is organized under, and derives its mission from, Chapter 23A of the Massachusetts General Laws. Chapter 23A was most recently amended by Chapter 19 of the Acts of 1993.

MOBD has a broad mandate to promote economic development and to expand all sectors of the state's economy by capitalizing on the technical, industrial, manufacturing, educational, cultural and geographic advantages of the Commonwealth.

MOBD is also responsible for providing a full and effective range of business services to Massachusetts businesses, assuring the availability of capital and human resources required for growth and development. MOBD prepares functional plans for the economic development of all areas of the Commonwealth while promoting the development and commercial use of new technologies. The Office assists manufacturing industries to improve long-term competitiveness through continuous technological, managerial and workforce upgrading. MOBD is also responsible for the attraction of new and expanding industries to the Commonwealth, especially to communities where the manufacturing base is eroding.

MOBD is currently organized into three divisions. Each division director is appointed by the Executive Director of the agency and each division is responsible for a specific aspect of the MOBD mission.



MOBD divisions:

1. Business Services

2. Entrepreneurial and Small Business Development

3. Manufacturing Development

MOBD has expanded its services to five regional business centers located throughout the state. Business Centers are located in Springfield, Worcester, Lowell, Dartmouth and Boston. This year MOBD added two "satellite" offices in Gloucester and Salem.

Through each of its business centers, MOBD provides a full array of services which include:

Coordinated, professional response to business inquiries;

Facilitation of the regulatory, permitting and licensing processes;

Accessibility to federal, state, local and private financial resources;

General information on starting a business in the Commonwealth;

Identification of training and recruitment needs;

Site Selection Service to assist companies with identifying sites for relocation or expansion;

Focused industry and geographic specialization; and

One-Stop Environmental Permitting.



Beyond these services, MOBD is the agency principally responsible for the Economic Development Incentive Program which was created as a result of Chapter 19 of the Acts of 1993. Governor Weld, Lieutenant Governor Cellucci, and the Legislature inaugurated the Economic Development Incentive Program (EDIP), which is designed to stimulate job creation in distressed areas, attract new businesses, encourage existing businesses to expand and to increase overall economic development readiness.

Section 7 of Chapter 23A requires that the Massachusetts Office of Business Development report the agency's activities to both the Governor and the General Court annually. This report is submitted in accordance with the requirements of that section.

The following pages profile selected companies that MOBD worked with in Fiscal Year 1995

Applied Fiberoptics Inc.

A fiberoptics manufacturer who expanded in Sturbridge, Massachusetts rather than move out of state.

Beloit Corporation Inc.

Paper equipment manufacturer who converted its operations in Lenox, Massachusetts and also expanded in Pittsfield, Massachusetts rather than out of state.

Boston DUCK Tours

Unique start-up sightseeing business located in Boston, Massachusetts.

Delphi Internet Services Corp.

One of the nation's top five on-line services and the leading provider to consumers of full access to the Internet decided to relocate to Lowell, Massachusetts rather than move out of state.

Excel Incorporated

Manufacturer of switching platforms for the telecommunications industry expanded their facilities in Hyannis, Massachusetts.

New England Oil Inc.

First company in Massachusetts to benefit from the new Clean Sites Initiative.

The New York Times

Expanded its newspaper operations in Billerica, Massachusetts to support the New England marketplace.

Smith & Wesson Corp.

Massachusetts was able to maintain the operations of the nation's oldest manufacturer of guns which has resided in Springfield for 139 years.

“The Massachusetts Office
of Business Development
was the most critical factor
in the company’s successful
turnaround. Paid consultants
could not have done a
better job!”

-Albert Kelley, President and CEO

Applied Fiberoptics Inc.

Sturbridge, MA

Founded in 1970, Applied Fiberoptics Inc. (AFI) designs and manufactures fiber optic illumination systems for surgery. The company currently holds four patents on equipment used to view areas inside the body. This equipment decreases the need for major surgery. In the Fall of 1994, AFI announced that they had outgrown their facility and would be relocating their operations to Connecticut citing more affordable space as one of their main concerns.

MOBD’s assistance began with an extensive site search of commercial and industrial properties to suit AFI’s needs. A former fiberoptics facility located in Sturbridge was identified as the best location for the company as the specialized features needed in a fiberoptics manufacturing process were already in place.

In addition, MOBD presented a proposal which included energy incentives, job training assistance, and infrastructure support. As Sturbridge is part of an Economic Target Area (ETA), the company was able to take advantage of a 5% Investment Tax Credit, a 10% Abandoned Building Tax Deduction, and Tax Increment Financing.

Applied Fiberoptics chose to remain in Massachusetts and will expand its new plant by 10,000 square feet for administration, research and development, and laboratory purposes by 1996 at a cost of \$1 million. This \$1.2 million enterprise is also in the process of acquiring a new \$6

million company and expects to double its work force over the next two years.



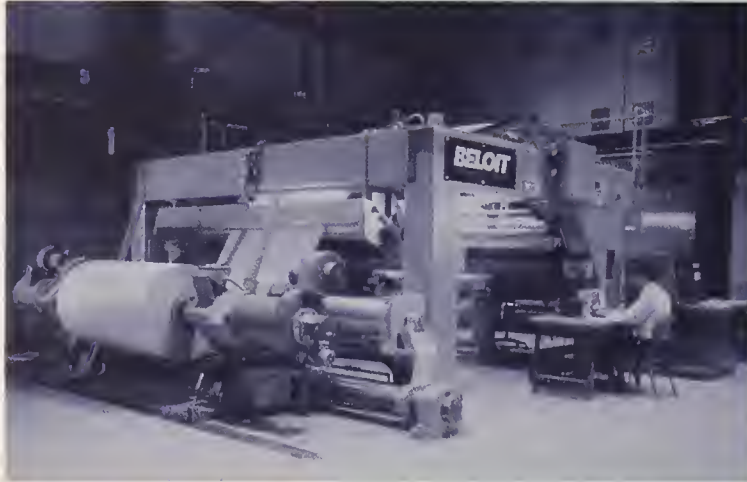
• Al Kelley (center) and the staff of Applied Fiberoptics, Inc.

Beloit Corporation Inc.

Lenox, MA ~ Pittsfield, MA

“Our business faced
its greatest challenge
during the
recessionary
period in the
paper industry in the early
nineties...MOBD's enthusias-
tic efforts in working with
Beloit Lenox has definitely
contributed to
our ongoing success.”

-Dave Sepavich, VP and General Manager



• Beloit, a worldwide leader in paper equipment manufacturing, prides itself on its commitment to technological development.

The Beloit Corporation is a worldwide leader in paper equipment manufacturing and prides itself on its commitment to technological development. Headquartered in Beloit, Wisconsin, the company operates three facilities within Berkshire County.

Beloit's Lenox facility had announced a decision to convert its operations to the after-market production of spare parts, repair & service, and rebuilds which would have required significant downsizing by as many as one hundred employees. MOBD contacted Beloit immediately to offer its services.

It was at this time that MOBD learned of Beloit's plans to locate a new recycling pilot plant in either Pittsfield, MA or Rockton, IL. In an effort to stabilize business opportunities in Lenox, and create new jobs for Pittsfield, MOBD presented a competitive proposal offering the Beloit Corporation both technical and financial assistance.

MOBD was able to coordinate the services of the Massachusetts Manufacturing Partnership who helped to develop an information systems strategy which included sophisticated hardware and software enabling the company to track hundreds of orders for retooling and to allow for quick response to customer inquiries. Today, Beloit's Lenox facility is achieving its customer service goals and continues to forecast future growth.

Determined to capture additional jobs for the Pittsfield region, MOBD worked closely with local officials to develop an aggressive incentive package which included a 5% Investment Tax Credit, local property tax relief and streamlined permitting.

The Beloit Corporation's decision to expand in Pittsfield will result in 10-15 new, permanent, full-time jobs and \$4.7 million in new construction and investment. This state-of-the-art pilot plant will enable Beloit to increase its worldwide share of recycling equipment sales to the paper industry.

“With my unusual idea and entrepreneurial style, I believe at first blush MOBD thought that I did not have all of my faculties. They kept an open mind, and as a result of their diligent efforts, we accomplished the near impossible by permitting the business.”

-Andy Wilson, Owner

Boston DUCK Tours

Boston, MA

The DUKW (also known as “DUCK”) is an amphibious vehicle which was built by General Motors Corporation for the United States Army in the early 1940’s. The vehicles were used for the movement of troops and supplies from water to shore during World War II. After World War II, the DUCKs that were in the United States were transferred over to cities and towns located on the ocean and inland waterways or sold to army surplus dealers.



• Full steam ahead! One of Boston DUCK Tour's amphibious vehicles sails along the Charles River.

Andrew Wilson, President of Boston DUCK Tours, contacted MOBD in the fall of 1992 to present his vision of Boston DUCK Tours. Several entrepreneurs across the country had already taken the land and water capabilities of the DUCKs and modi-

fied them to comfortably carry passengers to create unique sightseeing businesses. Over the next three years, MOBD worked with Mr. Wilson to negotiate the maze of regulations involved with establishing his business in Massachusetts and, to secure numerous permits to allow the concept of Boston DUCK Tours to become a reality.

MOBD assisted in obtaining the appropriate approvals from the Metropolitan District Commission in order for Boston DUCK Tours to be granted the right to use the Charles River Basin. Today, Boston DUCK Tours has developed the largest single user constituency on the Charles River.

Tourism is one of the largest industries in Massachusetts and its growth continues to produce new jobs each year. Boston DUCK Tours' innovative approach to exposing visitors to destinations throughout the cities of Boston and Cambridge has become a significant part of our tourism attractions.

Delphi Internet Services Corp.

Lowell, MA



"The innovative and attractive programs presented to Delphi by MOBD was instrumental in the company's decision to remain in Massachusetts. With the help and guidance of MOBD, Delphi is now in the process of employing nearly 750 MA residents over the coming year."

-Jerry Lyons, CFO

Delphi Internet Services Corporation develops and markets interactive entertainment, information and communications services for consumers worldwide. Delphi is one of the nation's top five on-line services and a leading provider to consumers of full access to the Internet, the information superhighway. Delphi is the only major on-line service to provide consumers with an unabridged connection to the Internet and its total diversity of information resources.

In June of 1994, Delphi contacted the Weld-Cellucci Administration as the company was considering the possibility of relocating its Cambridge-based operations to New Hampshire. In addition, the company was planning an aggressive expansion in preparation of the launch of its new on-line service. The company determined that it would be necessary to relocate to a site which would have the capacity to house the sophisticated technological infrastructure needed for this expansion.

Delphi had expressed concern with the taxes Massachusetts levies on bulk purchases of interstate telecommunications services. Although the extension of the sales tax to services was repealed in 1991, a provision covering non-resident telecommunication services was left in place. The Administration's efforts to repeal the sales tax on bulk purchases of interstate telecommunication services was conveyed to Delphi as well as the Administration's continued commitment to a phase-out.

MOBD assisted the company in its site selection process and identified the Cross Point facility in Lowell (formerly the Wang Towers) as a key location for its expansion. In addition, MOBD initiated a team effort between the city of Lowell and Delphi which led to special project designation within Lowell's Economic Target Area (ETA), allowing the company to take advantage of Tax Increment Financing for eight years.

Delphi made the decision to relocate its Data/Computer Center, Member/Customer Services Center and technology staff from Cambridge to Lowell, investing approximately \$40 million in capital improvements and in the acquisition of equipment. Delphi will increase its total work force from about 125 employees to over 700 by June of 1996.

Through its expertise in interactive technologies, Delphi (now known as News Corp./MCI Online Ventures) will be at the forefront in creating the products that make interactive media entertaining, useful and an integral part of every day life.

“We look forward to contributing to the economy of Cape Cod, where many of our employees live. This is an opportunity to enhance the Cape’s labor base with high-tech employment; we hope it will encourage other professional businesses to locate here.”

-Robert Madonna,
President

Excel Incorporated

Hyannis, MA

Excel Incorporated is a growing manufacturer of technically innovative, programmable switching platforms for the telecommunications industry. Excel has installed their products in over 1,400 telecommunications environments around the world.

Excel contacted MOBD to discuss their need for a larger facility to accommodate their intensive growth. MOBD worked closely with the Cape Cod Economic Development Council (CCEDC), while Excel conducted a site search and began negotiations for an appropriate financing package for the company’s proposed expansion.

Two existing structures within the Hyannis Industrial Park were identified as ideal locations for Excel. As Cape Cod is one of 33 Economic Target Areas throughout the Commonwealth, the Economic Development Incentive Program (EDIP) provided the necessary incentives for Excel to locate in Hyannis. The town of Barnstable was cooperative in arranging a Special Tax Assessment which will allow the company to remain more fiscally sound in the early stages of their expansion. In addition, through Project Certification under the EDIP, Excel was able to take advantage of the 5% Investment Tax Credit on their entire \$2 million investment in the acquisition and renovation of the two facilities.

Excel currently consists of 100 permanent, full-time employees, and expects that number to grow over the next five years as they rapidly penetrate into an expanding number of new applications and services for the telecommunications marketplace.



• Excel's groundbreaking - May 30, 1995. Front: Bob Madonna; left to right: Harold Tobey, Nathan Apatow, Doreen Bilezikian, John O'Brien, Frank Catania and Mark Forest.

New England Oil Inc.

Worcester, MA

Formed in 1989, New England Oil is a privately held company involved in the blending, custom packaging and distribution of motor oils and lubricants. The company had contacted MOBD regarding a possible expansion and relocation of its headquarters. MOBD assisted in the initial site search and was able to walk the company through the application process for the new Clean Sites Initiative program.

The Clean Sites Initiative, a program which the state hopes will help to recycle over 5800 environmentally contaminated sites, protects new owners by providing an incentive to redevelop properties that otherwise would become legal liability traps. New England Oil was the first company to take advantage of this program.

New England Oil purchased a four acre site which was located in one of the state's 33 Economic Target Areas (ETAs) in Worcester. This particular site was visibly blighted and vacant for nearly ten years with little hope for economic development because of contamination. The site included two abandoned buildings with a railroad track which ran through one of the buildings.

As New England Oil was willing to ensure that the existing site would be cleaned up according to state regulations, they would be protected from further liability for past contamination that could be discovered in the future against the legal liabilities of 21E. This new program enabled New England Oil to end its fifteen month site search and obtain a piece of property that otherwise would have remained idle.

In addition to the environmental clean-up, other improvements to the site included brush clearing, railroad siding improvements, new siding on the buildings, facade work and landscaping. Thanks to the Clean Sites Initiative, New England Oil was able to turn a legal minefield into a worthwhile investment. The new site will eventually support 35 full-time jobs.

“The Clean Sites Initiative
is one of the best tools
now available to lure new
businesses to Massachu-
setts and to provide some
comfort to businesses
that want to grow in
Massachusetts.”

-Trudy Coxe,
Secretary of the Executive Office
of Environmental Affairs

“We are obviously thrilled.

In addition to the major

capital investment being

made, we will likely see

increased employment oppor-

tunities for our residents and

additional residual economic

benefits for the region.”

-Robert A. Mercier, Billerica Town Administrator



The New York Times

Billerica, MA

The New York Times is one of the most renowned newspapers in the world. *The Times* is also the largest newspaper in the country with a readership of 1.2 million. Governor Weld was alerted early on to the merger between *The Boston Globe* and *The Times* and immediately recognized the economic possibilities for the Commonwealth.

MOBD contacted senior executives at *The Times* and outlined the benefits of expanding their operations to Massachusetts. In particular, MOBD highlighted the advantages of the state's 3% Investment Tax Credit, the quality of our work force, and the distribution benefits of locating within the New England market.

The Massachusetts' 3% Investment Tax Credit will provide significant savings from corporate excise taxes for *The Times*. In addition, Massachusetts' strong work ethic and a long tradition of technological innovation contribute to our quality work force. Twenty-seven percent of the Commonwealth's population is college educated, the highest in the nation.

By sharing *The Globe*'s printing and distributing facility in Billerica, Massachusetts customers would be served more efficiently and effectively. A reduction in delivery time would permit the publication of later news content; thus improving overall editorial quality.

The New York Times decided to move a significant amount of their production operations to Billerica, Massachusetts. In late 1996 *The Globe*'s Billerica facility will print 85,000 copies of *The New York Times* daily edition and 40-50% of *The Boston Globe*'s total daily and Sunday production.

This represents a \$12 million dollar expansion into a 60,000 square foot facility, with an additional \$15 million dollar investment in new machinery and presses.

• A night shot of the outside of *The Boston Globe*'s Morrissey Boulevard Plant in South Boston.

Smith & Wesson Corp.

Springfield, MA



Smith & Wesson®

“The Office of Business Development was instrumental in bringing the pieces into place that will enable Smith & Wesson to improve their competitive position while remaining in Massachusetts.”

-John A. Kelly, VP of Finance

Smith & Wesson, one of the nation's oldest gun manufacturers, has been located in the Springfield area since 1856 and today employs over 1,125 people. In addition to their manufacturing operation, the company also operates a licensed private school that provides training in the areas of firearms and law enforcement, attracting students from all over the world.

In the early 1990's, after several changes in ownership and lacking the direction and financial support to respond to a global marketplace, Smith & Wesson found itself in a position where its competitors were able to offer a comparable product at a better price. In response, the company launched a massive, multi-faceted effort to reduce costs. Their primary goal was to ensure the survival of the company; their second objective was to remain in Massachusetts.

Smith & Wesson invested nearly \$30 million in machinery and equipment which dramatically improved their manufacturing process, resulting in lower costs and parts that are consistent and of a high quality. However, any future expansion would require a significant commitment to their present location and the company needed to be convinced that Massachusetts was the best place for their business.

MOBD worked closely with city officials to designate the Smith & Wesson facility as an Economic Opportunity Area (EOA) which allows for benefits including a 5% Investment Tax Credit, Tax Increment Financing and priority for state capital funding. Additionally, the company owns a 78 acre parcel of prime manufacturing space in the Springfield area which it has determined to be surplus. EOA designation will now make this parcel more attractive to potential buyers. MOBD also coordinated the assistance of the MassJobs Council and the Hampden County Regional Employment Board who were able to grant \$90,000 to Smith & Wesson for incumbent worker training on new equipment. Finally, Western Massachusetts Electric Company contributed to the overall finance package by offering the company a multi-year utility discount.

These economic incentives, combined with the determination and willingness of both state and local officials to keep this manufacturer in Springfield, have prevented Smith & Wesson from relocating its operations to another state. In return, the company will invest \$30 million in equipment for its local operations and will preserve 1,125 jobs while creating 20-25 new, full-time jobs.

Economic Development Incentive Program

With the enactment of Chapter 19 of the Acts of 1993, Governor Weld, Lieutenant Governor Cellucci and the Legislature inaugurated the Massachusetts Economic Development Incentive Program (EDIP). The EDIP, which began full implementation in January 1994, was designed to stimulate job creation in distressed areas, attract new businesses, encourage existing businesses to grow and expand, and increase the overall economic development awareness and readiness of cities and towns across the Commonwealth. Through the EDIP, participating communities embark on an economic development planning process. In conjunction with the state, they are able to set economic development goals and priorities, collaborating with neighboring communities and the private sector, to streamline local permitting and regulatory processes.

The EDIP represents a tri-part working agreement among businesses, communities and the Commonwealth. Businesses and communities negotiate a local real estate tax incentive agreement (either Tax Increment Financing or a Special Tax Assessment). These businesses are then able to take advantage of the state's enhanced 5% Investment Tax Credit and, where applicable, the 10% Abandoned Building Tax Deduction. In addition, the state has begun to target capital funding (i.e. Public Works Economic Development funds through the Executive Office of Transportation and Construction and Community Development Action Grants through the Executive Office of Communities and Development) for participating communities.

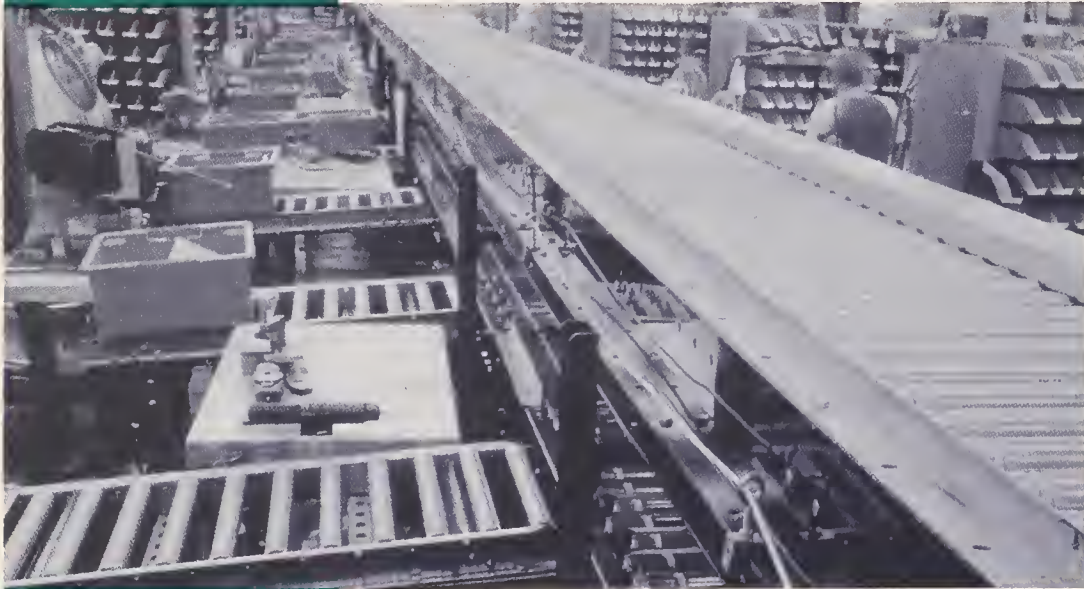
Below: Lieutenant Governor Cellucci joined by EACC members (r-l) Karen Baptiste, Director of EACC, Suzanne Teegarden, Executive Director of Industrial Services Program, and Michael Wallace, Department of Labor.

The Economic Assistance Coordinating Council (EACC), a thirteen-member public-private council established to administer the EDIP, is charged with the review and approval



of applications submitted by participating communities for designation of Economic Target Areas, Economic Opportunity Areas and Certified Projects.

An **Economic Target Area (ETA)** is three or more contiguous census tracts in one or more municipalities and meets at least one of six criteria based on needs and distress levels. In Fiscal Year 1995, the EACC approved 16 ETAs, with a total of 33 ETAs approved since the inception of the program.



An **Economic Opportunity Area (EOA)** is an area within an ETA which has particular needs and priorities for economic development; but for the incentives offered in the EDIP, these areas may not see growth or revitalization. An EOA can be as small as one real estate parcel or as large as an entire community. In Fiscal Year 1995, the EACC approved 56 EOAs in 32 communities.

A **Certified Project** is a business which is expanding within or relocating to an EOA, and is creating new permanent full-time jobs. Certified Projects are designated and approved by the municipality and then by the EACC. In order to take advantage of the state tax incentives, municipalities must offer to Certified Project applicants one of two types of local property tax incentives - Tax Increment Financing or a Special Tax Assessment. In Fiscal Year 1995, the EACC approved 23 Certified Projects.

After its first sixteen months of implementation, the EDIP has already shown great promise in successfully brokering "marriages" between businesses and communities.

In Fiscal Year 1995, the EDIP was instrumental in the creation of 2,402 new permanent full-time jobs and over \$239 million in private investment, while retaining over 7,800 jobs in the Commonwealth. Since full implementation of the Economic Development Incentive Program in January of 1994, a total of 2,436 permanent full-time jobs have been created, 7,900 jobs have been retained and over \$250 million in private investments have been made.

Above: An assembly line at Smith & Wesson's expanded facility. Smith & Wesson was able to expand its operations due in part to the facility's designation as an Economic Opportunity Area which includes the following benefits:
5% Investment Tax Credit and Tax Increment Financing.

Economic Opportunity Areas

EOA	ETA	EOA	ETA
Athol - Athol Enterprise Center	Greater Franklin County	Greenfield	Greater Franklin County
Attleboro	Attleboro	I-91 Industrial Park	
Downtown		Orchard Hill Park	
Industrial Park		Borden Chemical Property	
John Williams Street		Lowell	Lowell
Lamb Street		Wang Towers	
Water Street		Acre Neighborhood	
Bliss Street		Central Business District-North	
Barnstable	Barnstable County	Lynn - Downtown	Lynn
#1-Industrial Zone		Marlborough - Diamond Shoe	Framingham-Marlborough regional
#2-Expanded CARD district		Milford	Milford
Barre - Chas. G. Allen Co.	Northern Worcester County	Downtown	
Billerica	Billerica	Bear Hill Industrial Area	
Billerica Avenue North		Montague - Montague Industrial	Greater Franklin County
Concord Road West		Park & Environs	
Middlesex Turnpike North		Orange - Save Orange	Greater Franklin County
Middlesex Turnpike South		Pittsfield	Central Berkshire County
Deerfield - Channing L. Bete Co., Inc.	Greater Franklin County	Hubbard Avenue #1	
Fall River	Fall River	Elmvale	
Waterfront		Salem - Entire City	Beverly and Salem
I-195 Corridor		Springfield	Springfield
South End		Wason North Industrial Area	
Industrial Park		East Spfld/Memorial Indus. Park	
Fitchburg - Fitchburg Mill #8	Northern Worcester County	Sturbridge - Technology Park	South Central Massachusetts
Framingham - Downtown	Framingham-Marlborough regional	Webster - Columbia Farms	South Central Massachusetts
Gardner	Northern Worcester County		
Fredette Street			
Summit Industrial Park			
CARD/Lower Main Street Corridor			
Pearson Boulevard/East Broadway			

Federal Incentive Program: Enterprise Communities in Massachusetts

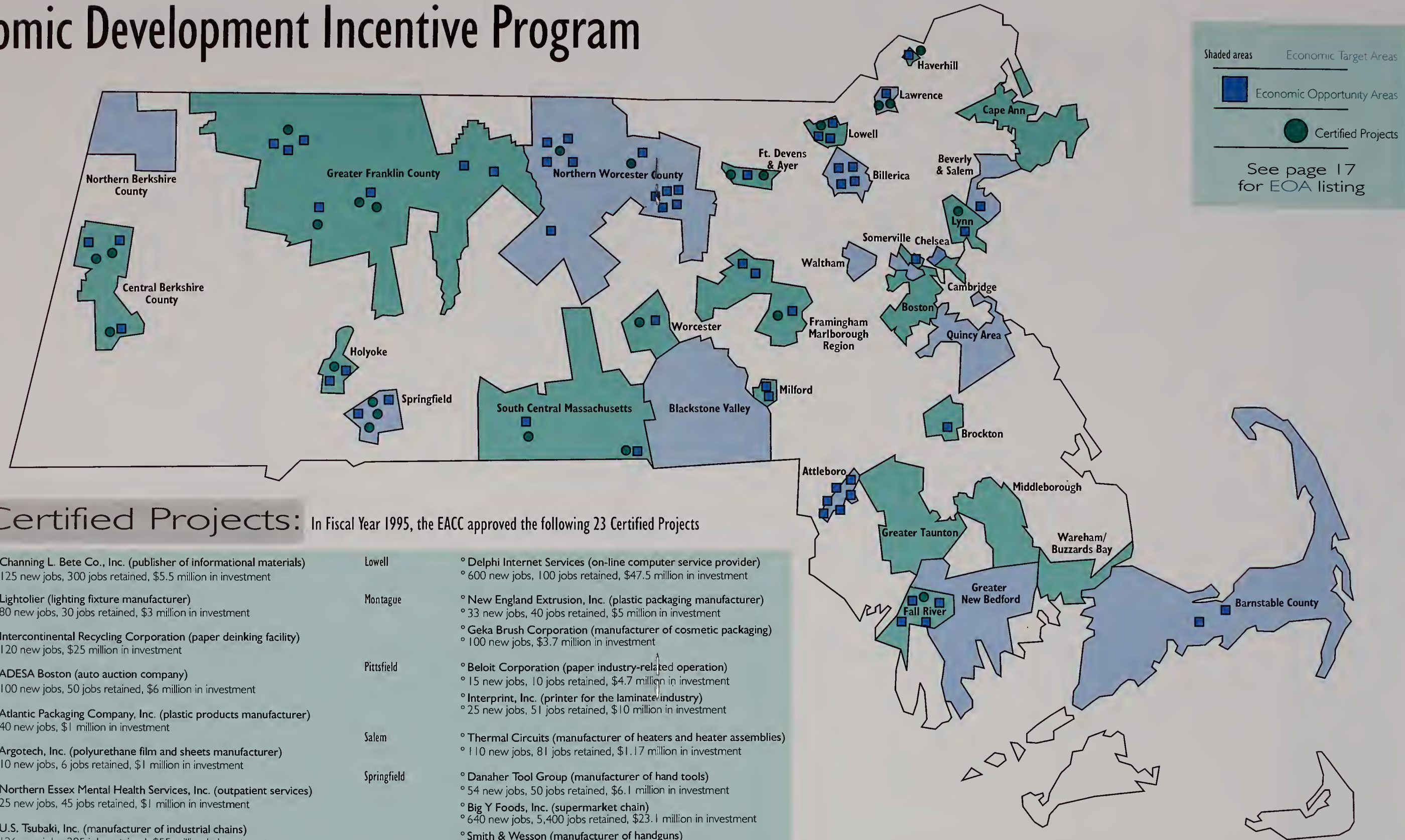
In December 1994, the federal government designated three Enterprise Communities in the Commonwealth as part of its new urban initiative. This program is designed to empower people and communities to work together to create jobs and opportunity in disadvantaged areas.

As a result of a highly competitive, national review the cities of Lowell and Springfield were designated as Enterprise Communities and the city of Boston was designated as an enhanced Enterprise Community. With this designation, these cities are entitled to \$3 million in Title XX funds which will

be administered by MOBD. Also, they are eligible for new tax-exempt facility bonds for certain private business activities. In addition, the city of Boston will be eligible for \$22 million in Economic Development Incentive (EDI) loan funds through the United States Department of Housing and Urban Development.

Boston was also named one of twelve national One-Stop Capital Shops by the Small Business Administration. This distinction will trigger the flow of additional SBA resources to the city and to the region.

Economic Development Incentive Program



Certified Projects: In Fiscal Year 1995, the EACC approved the following 23 Certified Projects

Deerfield	<ul style="list-style-type: none"> ° Channing L. Bete Co., Inc. (publisher of informational materials) ° 125 new jobs, 300 jobs retained, \$5.5 million in investment 	Lowell	<ul style="list-style-type: none"> ° Delphi Internet Services (on-line computer service provider) ° 600 new jobs, 100 jobs retained, \$47.5 million in investment
Fall River	<ul style="list-style-type: none"> ° Lightolier (lighting fixture manufacturer) ° 80 new jobs, 30 jobs retained, \$3 million in investment 	Montague	<ul style="list-style-type: none"> ° New England Extrusion, Inc. (plastic packaging manufacturer) ° 33 new jobs, 40 jobs retained, \$5 million in investment
Fitchburg	<ul style="list-style-type: none"> ° Intercontinental Recycling Corporation (paper deinking facility) ° 120 new jobs, \$25 million in investment 		<ul style="list-style-type: none"> ° Geka Brush Corporation (manufacturer of cosmetic packaging) ° 100 new jobs, \$3.7 million in investment
Framingham	<ul style="list-style-type: none"> ° ADESA Boston (auto auction company) ° 100 new jobs, 50 jobs retained, \$6 million in investment 	Pittsfield	<ul style="list-style-type: none"> ° Beloit Corporation (paper industry-related operation) ° 15 new jobs, 10 jobs retained, \$4.7 million in investment ° Interprint, Inc. (printer for the laminate industry) ° 25 new jobs, 51 jobs retained, \$10 million in investment
Gardner	<ul style="list-style-type: none"> ° Atlantic Packaging Company, Inc. (plastic products manufacturer) ° 40 new jobs, \$1 million in investment 	Salem	<ul style="list-style-type: none"> ° Thermal Circuits (manufacturer of heaters and heater assemblies) ° 110 new jobs, 81 jobs retained, \$1.17 million in investment
Greenfield	<ul style="list-style-type: none"> ° Argotech, Inc. (polyurethane film and sheets manufacturer) ° 10 new jobs, 6 jobs retained, \$1 million in investment 	Springfield	<ul style="list-style-type: none"> ° Danaher Tool Group (manufacturer of hand tools) ° 54 new jobs, 50 jobs retained, \$6.1 million in investment ° Big Y Foods, Inc. (supermarket chain) ° 640 new jobs, 5,400 jobs retained, \$23.1 million in investment ° Smith & Wesson (manufacturer of handguns) ° 13 new jobs, 1,125 jobs retained, \$30 million in investment
Haverhill	<ul style="list-style-type: none"> ° Northern Essex Mental Health Services, Inc. (outpatient services) ° 25 new jobs, 45 jobs retained, \$1 million in investment 		
Holyoke	<ul style="list-style-type: none"> ° U.S. Tsubaki, Inc. (manufacturer of industrial chains) ° 126 new jobs, 295 jobs retained, \$55 million in investment 	Sturbridge	<ul style="list-style-type: none"> ° Applied Fiberoptics, Inc. (fiberoptics manufacturer) ° 21 new jobs, 21 jobs retained, \$1 million in investment
Lawrence	<ul style="list-style-type: none"> ° Contract Assembly, Inc. (assemble units by specific contract) ° 75 new jobs, 50 jobs retained, \$615,000 in investment ° RPP Corporation (manufacturer of industrial seals) ° 25 new jobs, 75 jobs retained, \$950,000 in investment 	Webster	<ul style="list-style-type: none"> ° Columbia Farms Distribution, Inc. (distributor/supplier to Costco) ° 20 new jobs, 45 jobs retained, \$4 million in investment
Lee	<ul style="list-style-type: none"> ° Crescent Cardboard Company (manufacturer of Mat Board) ° 25 new jobs, 25 jobs retained, \$3 million in investment 	Worcester	<ul style="list-style-type: none"> ° Continental Consolidated Industries (retail fixtures manufacturer) ° 20 new jobs, 45 jobs retained, \$1.2 million in investment

In

In FY 1995, the
Massachusetts
Industry Specialist
Program was
awarded one of
eight awards for
innovations in
state government
by the Council
of State
Governments.

The Industry Specialist Program was established to provide selected industries with a single point of contact into state government. The intention of the program is to facilitate the growth of firms in each industry, to advise the Administration on policies affecting each industry and to develop programs as appropriate. For example, MOBD's industry specialists were instrumental in creating a \$15 million *Emerging Technology Fund*. The fund was created by the Massachusetts Legislature and is state-financed. The fund provides capital to expanding high-tech firms.

This two-year old program works by appointing an ombudsman for each major sector of industry. The ombudsmen guide companies through the maze of state regulations, listen to their concerns and make sure the state is aware of policies that will help their companies grow. In addition, firms are provided with assistance in obtaining financing, recruitment and training, site location, permitting assistance and exporting.

Industry specialists have been coordinating their efforts with corresponding industry trade organizations that currently exist such as the Massachusetts Biotechnology Council, Massachusetts Telecommunications Council, New England Environmental Technology Council, and the Massachusetts Software Council.

MOBD was able to expand the industry specialist program this year to include an Agricultural & Wood Products Industry Specialist and a Health Science Industry Specialist. Additional liaisons have been formed with other Massachusetts industry groups such as; The Massachusetts Food Association, Massachusetts Specialty Food Association, Massachusetts Aquaculture Association, The Agricultural Business Council, and The University of Massachusetts Medical Center.

In FY 1995, the Massachusetts Industry Specialist Program was awarded one of eight awards for innovations in state government by the Council of State Governments. The winning state programs and policies represent the best new and creative approaches in state government.



Fishing Industry

This past November, MOBD expanded its staff to include a Commonwealth Fishing Industry Coordinator and a Fishing Industry Economic Development Specialist. These contract positions are dedicated to full-time issues surrounding the fishing industry.

The primary objectives of the fishing industry team are twofold; one is to serve in a liaison capacity between the fishing industry and the many business development resources available through public and private agencies, and to monitor \$2 million of grant

monies made available through the Federal Economic Development Administration's Massachusetts Fisheries Initiative program.

The fishing industry specialists have been focusing on the Commonwealth's business development resources for individuals and companies most affected by the decline in fishing stocks. Working in conjunction with the Executive Offices of Economic Affairs and Environmental Affairs, they seek ways to create employment alternatives in communities impacted by the decline in the fishing industry.

In June 1995, MOBD's fishing industry team published, *"A Report on the Fishing Industry: Status, Issues and Recommendations."* This report spoke to six major issues and provided recommendations to help alleviate those situations. The program has been very well accepted by the fishing industry and will be extended for another year.

Manufacturing Division

The Manufacturing Division of MOBD works to create and retain jobs in the manufacturing sector and to promote private investment in manufacturing facilities throughout the Commonwealth.

The Manufacturing Division works directly with manufacturing firms seeking help to move into, expand, or remain in Massachusetts. The division also works to coordinate the MOBD staff and other state and quasi-public agencies to integrate the numerous programs for manufacturers into a comprehensive package of technical, financial, regulatory, and training assistance.

To assist Massachusetts manufacturing companies to increase their competitiveness and allow access to new and larger domestic and international markets, MOBD created an industrial extension service to encourage and facilitate technological and operational innovation in manufacturing. The Massachusetts

MOBD fishing industry specialists have been focusing on the Commonwealth's business development resources for individuals and companies most affected by the decline in fishing stocks.

“MMP is a
success story
of how indus-
try and
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to solve day-
to-day opera-
tion issues on
the shop
floor.”

Margerty Morehardt,
Owner
Techni-Products,
Inc.,
Acton, MA

Manufacturing Partnership (MMP) is a public/private partnership between the Commonwealth, the U.S. Department of Commerce's National Institute of Standards and Technology (NIST), and the manufacturers of Massachusetts.

Organized under a contract with Bay State Skills Corporation, MMP has completed its first ten months of service delivery with 970 companies visited and 381 project ideas signed into formal contracts. These projects, consistent with MMP's motto, *“Better, Faster, Cheaper, and Cleaner in Massachusetts,”* have increased manufacturing flexibility for companies and have also produced the following shop-floor and statewide economic benefits:

Average Increase of Production Output	61.5%
Average Reduction of Lead Time	46.0%
Average Reduction in Scrap and Re-work	18.3%
Increased Sales	\$4,306,000
Increased Investment in Equipment	\$863,847
Increased Investment in Training	\$193,676
Jobs Created	76
Cost Savings	\$1,045,708

According to Margerty Morehardt, Owner of Techni-Products, Inc., a manufacturer of precision-machined parts in Acton, “MMP is a success story of how industry and government can work together to solve day-to-day operation issues on the shop floor.”

It is a success story critical to the Massachusetts manufacturing base which is made up of over 13,000 companies, that employ over 453,000 people and which produces over 20% of the Commonwealth's Gross State Product. To remain competitive in the new global economy, these manufacturers - 87% of which employ fewer than 50 employees - must adopt new manufacturing technologies and business practices. Although the decision to implement new manufacturing technologies and practices is often made in an effort to remain competitive, and thereby to survive, it is ultimately a business decision that must yield bottom line results. Keeping this consideration in mind, MMP measures not only levels of service activity but, also, bottom line results for the manufacturers it serves.

MMP delivers services through its five Regional Affiliates, which are geographically dispersed, in closed proximity to MOBD regional offices. This strategic partnership aids in creating a more seamless transfer of the Commonwealth's resources to companies. Building on a strong base of support, funding, and leadership from the University of Massachusetts network, these Regional Affiliates customize their services to the specific manufacturing needs of the regions they serve.

Defense Industry

MOBD began working with the communities surrounding each of the state's military installations who had intimate knowledge of the best case for preserving each of the installations.

1995 marked the latest round of federal base closures. At stake in Massachusetts were more than 15,000 full-time jobs at four major bases and many thousands of part-time reservists positions. Two of those major bases are research installations that employ a large number of civilian Massachusetts residents and transact substantial business with Massachusetts companies. For example, Massachusetts' largest military installation, Hanscom Air Force Base in Bedford, employed 11,500 individuals during 1994 and wrote \$1.2 billion worth of contracts with Massachusetts companies. The base's economic impact for the region was estimated to be \$3.2 billion last year alone.

In late 1994, and well into 1995, MOBD launched a major effort to preserve the state's bases, particularly Hanscom AFB. While the state was approached by several major consulting firms to defend our bases, MOBD staff met with Defense Base Closure and Realignment Commission (BRAC) representatives who advised a less expensive strategy. The strategy of working with local individuals more likely to know the strengths of each base, rather than hiring a larger consulting firm, was adopted by MOBD. MOBD began working with the communities surrounding each of the state's military installations who had intimate knowledge of the best case for preserving each of the installations. MOBD staff worked closely with the business community surrounding Hanscom AFB, the congressional delegation, the former civilian commander at Hanscom AFB, Pentagon officials, and other interested parties.

MOBD commissioned a study from the Massachusetts Institute of Technology (MIT) who wrote a report entitled, "Systems Integration at Hanscom Air Force Base: The Road to the Future." The report demonstrated the military value of Hanscom AFB. (Military value is the most important selection criteria used by the federal government to decide base closures.)

President Clinton approved the final list of base closures sent to him by the BRAC. Massachusetts fared well during this round. Hanscom AFB was preserved intact as was Westover Air Reserve Base in Chicopee. Also, the U.S. Army Laboratory at Natick is slated to receive over 160 new jobs from the Aviation troop Command in St. Louis, Missouri. The one great disappointment was the loss of the Naval Air Station at South Weymouth.

The economic impact of base closures is generally measured by the number of civilian job losses associated with each closure since civilians are likely to be residents of the local communities. By this criteria, Massachusetts survived the 1995 base closure round in very good shape. Civilian job losses at NAS South Weymouth will total 275 over the next two years; however, these losses are partially offset by 160 new jobs at Natick Laboratory.



Presented in a

question and

answer format,

The Guide for Your

Venture navigates

the reader through

the "alphabet

soup maze" of

business assis-

tance agencies.

The Quasi Public Planning Council was established within the Massachusetts Office of Business Development under the acts specified in Chapter 19. Its primary purpose is to ensure regular communication and coordination between the quasi-public corporations as to their economic development projects, programs and plans. Its members include the chief executive officers of Bay State Skills Corporation, Community Development Finance Corporation, Industrial Service Program, Massachusetts Corporation for Educational Telecommunication, Massachusetts Government Land Bank, Massachusetts Industrial Finance Agency, Massachusetts Technology Development Corporation, and Massachusetts Technology Center.

Over the past year there have been three programs which have been brought to successful completion or implementation: *The Practitioner's Guide to Economic Development in Massachusetts*; *The Guide For Your Venture*; and the activation of the Business Finance Specialist program.

The Practitioner's Guide to Economic Development

This reference manual is a tool for professionals in the field of economic development who are working with companies looking for business assistance. *The Practitioner's Guide* contains a listing of the quasi public agencies, some private agencies and descriptions of the types of funding and services each provides.

The Guide for Your Venture

This brochure is a fourteen page pamphlet which focuses on MOBD's *One-Stop Shopping* program. Presented in a question and answer format, it navigates the reader through the "alphabet soup maze" of business assistance agencies. It addresses such salient issues as utility costs, venture capital, plant and equipment funding, permitting assistance and minority owned entrepreneurial ventures. The demand for this guide was so overwhelming that an additional printing was commissioned. To date, approximately 15,000 copies have been distributed.

Business Finance Specialist Program

A business finance specialist has been hired for each of the four MOBD regional offices with a Director of Finance assigned to the Boston office. These personnel focus on assisting businesses with financial issues. Primarily, they are involved with determining what the finance issues are and then developing a financial package for a business client. Secondly, but equally important, the finance specialists coordinate seminars and meetings to educate their regions on the financial capabilities and other business assistance available through the various quasi public agencies.

Ven

Tripod, Inc. of Williamstown (above) and InterLog Systems, Inc. of Boston (below), were companies selected to present at the June 1995 Venture Capital Forum. Both companies offer their services through the Internet.

MOBD has co-sponsored the semi-annual Venture Capital Forum with the Massachusetts Institute of Technology's Technology Capital Network for the past five years. Today, the investment community has come to rely upon these events as they offer the opportunity to review a number of potential investments.



The MOBD staff works with equity investors to determine what factors govern their investment decisions. With this background, MOBD is able to recruit a strong roster of Massachusetts companies to make presentations at each Venture Forum.

The December 15, 1994 event was the eighth in the Forum series and the most successful when measured by the number of companies who were successful in establishing partnerships. Five out of fourteen presenting companies have either closed investments, or received commitments from investors. The companies are a diverse group that range from a novel fish farm operation located in western Massachusetts, to a Waltham-based company who develops state-of-the-art software for the electronic design automation industry.

On June 13, 1995, the ninth Forum was held and MOBD introduced some innovations to the format. In order to accommodate more investors, the Forum was moved from the MIT Faculty Club, to the Little Theater at MIT's Kresge Auditorium. In addition, it was decided that the Forum should be held three times a year with only eight presenting companies. The new format will better match the fund-raising cycles of the presenting companies and will enable us to reduce the length of time for each forum.



Fiscal Year 1995 companies who made successful contacts:

Bioshelters, Inc., Amherst

The company has developed technology that allows for aquaculture in a system that recirculates almost all of its water, thereby, reducing overall water used.

GHD, Inc., Wellesley

GHD markets a complete line of allergy control products for the home via mail order catalogues. Products include allergy sprays, bedding protectors, air filters, vacuum related accessories, and books.

Members
of Bernard Technolo-
gies, a health and
food safety technology
group, discuss the
company's mission
with potential
investors.

Com

Invantage, Boston

Software developer that markets a product targeted to pharmaceutical companies to help manage their clinical trial process.

MicroEncoder, Needham

MicroEncoder makes position sensors using a patented optical system for extremely accurate positioning and measurements in precision manufacturing.

Pendulum Design, Waltham

The company develops and markets Electronic Design Software (EDS) that allows designers to simulate electronic circuits without actually fabricating a new design.



Recognizing that the business community, in and outside of Massachusetts, has historically perceived the permitting process to be confusing, redundant and costly, MOBD, working with other state agencies, has aggressively pursued a state-wide permit streamlining initiative.

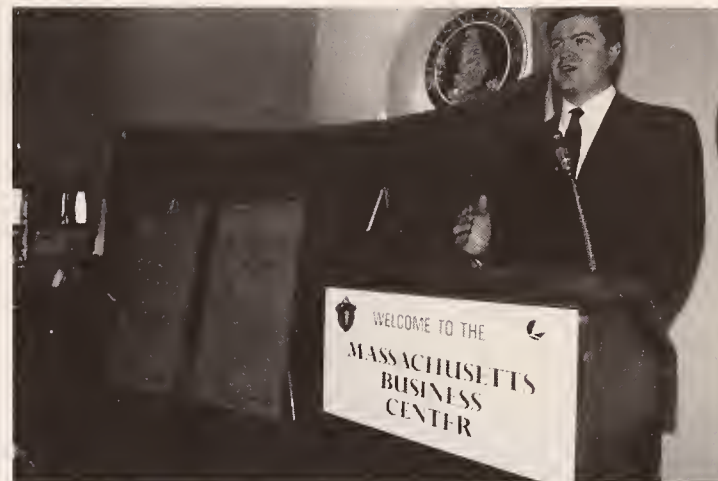
This initiative is designed to restructure the permitting processes on both a state and local level to ensure quick, predictable and efficient permitting of commercial facilities.

The program's goals include a uniform process for identifying needed permits, a single point of contact for all permitting needs, uniform timelines for the processing of all state and local permits and reviews, consolidated meetings with state agencies, and combined public hearings.

Companies looking to build or expand a facility in Massachusetts will no longer enter a disjunctive open-ended process; but, will have a professional, streamlined process which can be used to make accurate predictions on costs and timeframes. This will enable companies to make informed and accurate decisions about their business and financial needs.

This initiative is now very advanced and will continue to receive more attention as new procedures replace old ones and as new efficiencies transform Massachusetts into a competitive permitting state.

The Massachusetts Office of Business Development (MOBD) continues to emphasize its mission by promoting its services nationwide, as well as throughout the Commonwealth. MOBD's regionalization plan, which allowed for the creation of five, fully staffed regional business centers and three satellite operations, required that we place a greater emphasis on direct marketing and communication efforts in FY 1995.



Above: Mayor Harrington of Salem, joined MOBD in the opening of its Salem Satellite Office at Salem State College.

The objective of the MOBD Marketing/Communications plan has remained the same: to increase job creation throughout the Commonwealth by retaining and expanding existing business, and to attract new, domestic and international business to Massachusetts.

New collateral materials include *The Guide For Your Venture*, a fourteen page marketing document highlighting the many services of MOBD and the quasi public agencies. In FY 1995, over 15,000 guides were distributed.

MOBD's advertising campaign kicked-off on January 16, 1995. From January 16, 1995 through the end of FY 1995, approximately 600 direct responses were received as a result of MOBD's advertising efforts. Advertisements were created as company testimonials from Genzyme Corporation, Delta Air Lines, and Lightolier Corporation. Each advertisement highlights the fact that these companies are successfully competing in Massachusetts and have benefitted from working with MOBD. Advertisements were placed in broad-based media publications including: *Wall Street Journal*, *Fortune*, *Forbes*, Inc., *Boston Globe*, *Boston Herald*, *Worcester Telegram & Gazette*, *Springfield Union News*, *Pittsfield/Berkshire Eagle*, *Lawrence Eagle Tribune*, *Lowell Sun*, *Fall River Herald*, *New Bedford Standard Times*, *Banker & Tradesman*, *Boston Business Journal*, *Berkshire Business Journal*, *Business West*, *Cape Cod Business Digest*, *Pioneer Valley Business Digest* and the *Worcester Business Journal*.

Below: Attendees listen to remarks made by Secretary Gloria Cordes Larson at MOBD's first Build a Better Business Seminar.

The focus on direct marketing and special events shifted from 8% in FY 1994 to 44% in FY 1995 with greater emphasis placed on direct mail. The direct mail campaign has allowed us to communicate the MOBD message consistently through five separate communication vehicles mailed to over 11,000 companies across the United States. These compa-





MOBD and the Massachusetts Port Authority coordinated a trade show in June to give Massachusetts companies an opportunity to exhibit their products to representatives of QVC, a cable television electronic retailer. Twenty companies out of 200 were chosen to appear on QVC.

nies represent the following industries: biotechnology, envirotechnologies, telecommunications, software, robotics, health/science, medical instrumentation and fiberoptics. Over one hundred leads were generated in FY 1995 alone. Coordinated follow-up was conducted by MOBD's professional staff.

A strong public relations effort in FY 1995 included special events throughout the state. Individual regional offices continued to host finance seminars,

small business seminars and other events, geared toward the needs of their regions. In addition, the "Build A Better Business Breakfast Seminar" series was kicked-off in western Massachusetts. This series highlights services available through MOBD and reinforces the commitment of the Weld-Cellucci Administration in forming partnerships with local business. The series will continue through FY 1996.

MOBD participated in 22 trade shows and expositions in FY 1995. Trade shows such as the *Eco Exposition*, *International Boston Seafood Show*, *BIO*, and the *Medical Design & Manufacturing Conference* complimented our direct marketing efforts in specific industry sectors. Trade show participation was highlighted in several direct mail communications.

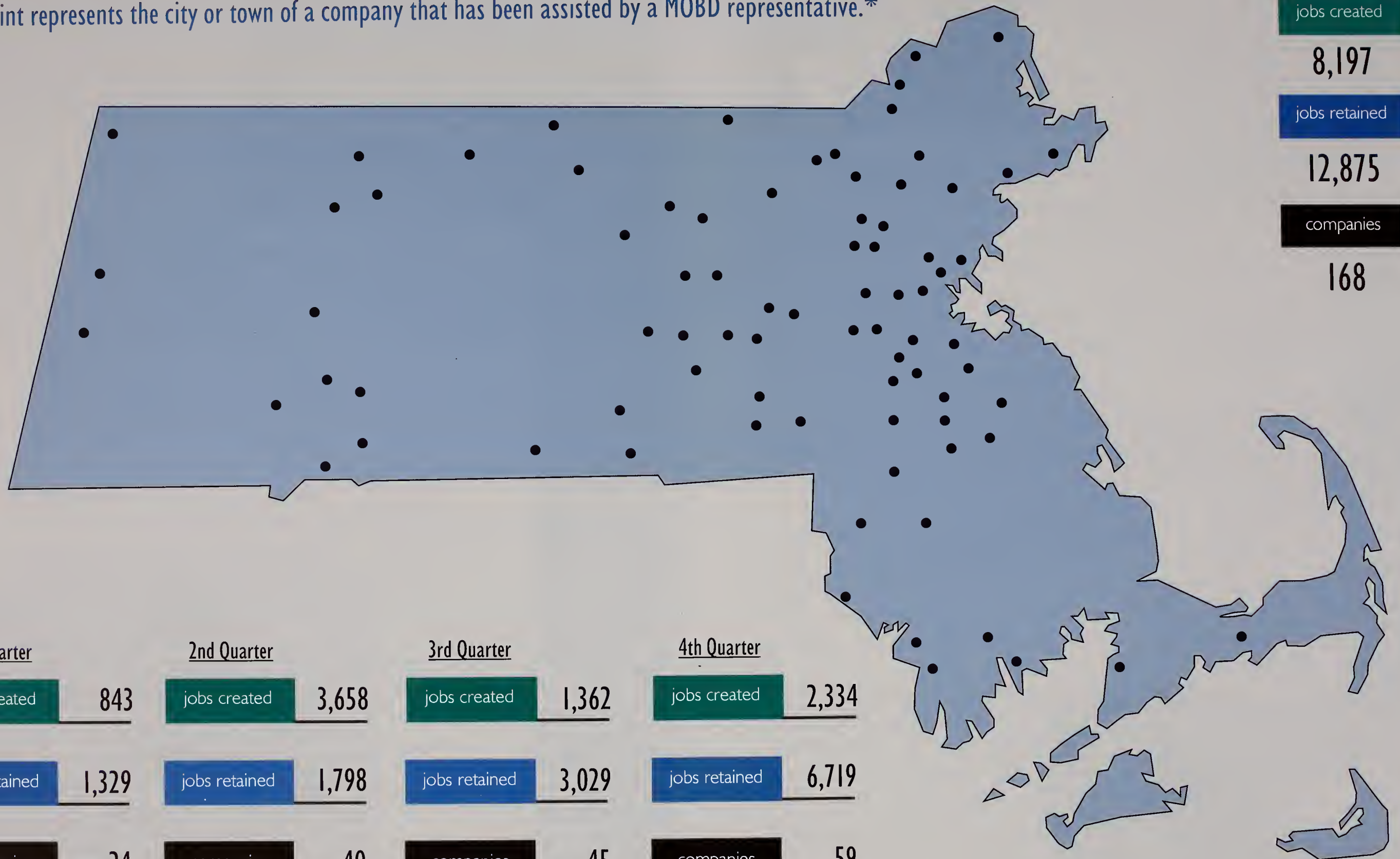
MOBD was able to establish a presence on the Internet's World Wide Web this year and will explore marketing opportunities through this channel. Business customers who view and interact with the MOBD presentation will be contacted and provided with information on doing business in the Commonwealth.



Total Number of Jobs Created & Retained through MOBD's efforts during FY 1995

Fiscal Year 1995 Totals

Each point represents the city or town of a company that has been assisted by a MOBD representative.*



*Some cities or towns have more than one success project; those areas have one point to represent a group of companies. As a result, you will find only 81 points verses 168.

Total Jobs Created/Retained through MOBD Efforts

First Quarter FY 1995 : 7/1/94 through 9/30/94

PROJECT/COMPANY	ESTIMATED JOBS CREATED	ESTIMATED JOBS RETAINED	CITY/TOWN	INDUSTRY
Accutronics Corporation	2	4	Hopedale	Spec. Manufacturing
Altron	60	-	Wilmington	Circuit Board Manuf.
Atlas Copco	20	-	Holyoke	Indus. Air Compressed
Coca-Cola	300	-	Northampton	Soda Manuf.-Bottling of juice
Cuplex, Incorporated	10	2	Marlboro	Computer
DS Graphics	-	82	Lowell	Graphics Co.
Flemming Technologies	12	4	Marlboro	HVAC
Hybridon, Inc.	60	-	Milford	Biotech
Jack's Dept. Store	20	-	Boston	Retail
JobLink, Inc.	-	300	Worcester	Services, Employment
Kraematon Group	-	35	Wellesley	Services Financial/Business
Leckey Design	15	-	Waltham	Furniture Manuf.
Modern Dispersions	20	60	Leominster	Plastics
PEI	15	-	Boston	Tourism
Recycling Technologies, Inc.	10	14	Springfield	Recycle Toner Cartridge
Regency Trucking	-	120	Franklin	Trucking Co./Dist.
Roman Art	-	130	Randolph	Manuf.
Slideways Inc.	4	-	Shrewsbury	Plastics
Standard Products	15	25	Whitman	Consumer Elect.
SuperValu	250	400	Andover	Retail, Grocery
Synkinetics, Inc.	-	3	Bedford	Manuf. Mechanical Trans.
Videocom, Inc.	-	30	Dedham	Video Production Services
Unisource Corporation	30	120	Southboro	Office Supply
Watertown Arsenal Re-use Project	n/a	n/a	Watertown	Asst. town w/securing \$300K

1st Quarter Total

843

1,329

Companies: 24

Second Quarter FY 1995 - 10/1/94 through 12/31/94

PROJECT/COMPANY	ESTIMATED JOBS CREATED	ESTIMATED JOBS RETAINED	CITY/TOWN	INDUSTRY
Air Ride Packaging	4	-	Hudson	Environmental
Anderson Air Motive Products	15	-	Fall River	Manufacturing
Atlantic Packaging Co., Inc.	40	-	Gardner	Plastics
Au Bon Pain	50	200	Boston/Woburn	Food
Bay State Paper	100	-	Boston	Paper Manufacturing
Beloit Research & Development	250	232	Pittsfield	Paper Research & Dev.
Boston Energy, Inc.	1	1	Marlboro	Environmental
Chartwell International	4	-	Sharon	Environmental
Chelton Communications	100	50	Boston	Equipment, R&D, Manuf.
Cinnamon Bakery	3	8	Braintree	Bakery/food
Custom Sales & Service	12	-	Avon	Machinery Fabrication
Doranco	60	180	Mansfield	Metal Fabrication
Dunsirn Industries	50	-	Chicopee	Paper Converting
ESA	2	105	Chelmsford	Manufacturing
Federal Express	50	125	Boston	Package Delivery
Geka Brush Manufacturing Corp.	48	-	Montague	Brush Manuf.
Instrumentation Labs	-	300	Lexington	Medical equipment
Intamar Logistics, Inc.	45	-	Pittsfield	Manuf. military clothing
Judd Wire, Inc.	25	-	Turner Falls	Wire Manuf.
Kenwood Manufacturing	-	4	Boston	General Manufacturing
KMS Printing	40	80	Woburn	Printing
Laird Plastics	5	-	Bedford	Plastics
Mass. Wood Recycling	2	2	N. Oxford	Environmental
MBS Fire Technology	5	3	N. Grafton	Fire Suppression
Merrimack Magnetics	15	110	Lowell	Manufacturing
Metalized Engineering	35	-	Agawam	Metalized Plastic
Micro Encoder, Inc.	12	2	Needham	Design/Manuf. optical devices
Native Impressions	1	2	Pittsfield	Sign maker
New England Development	2,500	-	Berlin	Reg. Shopping Ctr.
New England Oil	10	10	Worcester	Manufacturing
Pagano, Schenck & Kay	31	-	Boston	Advertising

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continued

PIA Inc.	5	-	Boston	Marketing
Pleasure Knit	-	30	Norwood	Textile
Polar Corp.	-	300	Worcester	Manufacturing
Rika Denshi America	20	-	Attleboro	Manufacturing
SAR Engineering	-	50	Quincy	Engineering
Satkin Industries	10	-	New Bedford	Textiles
Service Network, Inc.	4	-	Princeton	Manufacturing
Twin Rivers Technology	100	-	Quincy	Alternative Fuels
Welch's Technologies	4	4	Quincy	Packaging

2nd Quarter Total	3,658	1,798	Companies: 40
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Third Quarter FY 1995 - 1/1/95 through 3/31/95

PROJECT/COMPANY	ESTIMATED JOBS CREATED	ESTIMATED JOBS RETAINED	CITY/TOWN	INDUSTRY
Alphatron Manufacturing	28	70	Haverhill	Manufacturing
American Food Products	12	35	Methuen	Distribution-food
Applied Fiberoptics	21	21	Sturbridge	Fiber Optics
Argotech, Inc.	5	16	Greenfield	Plastics
Astra Hassle	75	-	Cambridge	Pharmaceuticals
Ayer Handicap Conversion Center	-	10	N. Quincy	Auto Conversion
B.U. Center for Photonics Research	100	-	Boston	Photonics Research
Bergin-Brunswick	40	-	Mansfield	Distribution
Big Y	200	300	Springfield	Food Distribution
Brazabra Corp.	20	30	Lee	Garment
Capitol Circuits	-	50	Boston	Circuit Boards
Channing L. Bete Company	30	-	Deerfield	Publishing
Columbia Farms	30	45	Webster	Frozen Food Distribution
Continental Consolidated Industries	20	65	Worcester	Manufacturing
Contract Assembly Inc.	75	75	Lawrence	Manuf.-Circuit Boards
E & R Systems Technique, Inc.	4	-	Springfield	Import/Dist. - woodworking
Engineered Nonwovens	5	25	Westfield	Textiles
Fall River Shirt Company	-	150	Fall River	Manufacturing
First, Essex Bank	-	220	Lowell	Services-Banking
FlexCon Industries	-	90	Randolph	Tanks/containers
Garvey Marketing	8	2	Attleboro	Publishing
Globe Rubber Works	15	65	Rockland	Manuf. Spec.
Hampton Inn	30	-	Fairhaven	Hotel
Henschel	75	140	Newburyport	Manufacturing
IAN Communications	50	30	Burlington	Video Tape Manuf.
Innovative Technology	3	9	Newburyport	Manufacturing-specialty
Interprint Corporation	25	51	Pittsfield	Manufacturing
Lex-Aire Products	10	4	Billerica	Spray Gun Manuf.
Maternal Instincts	3	-	Pittsfield	Garment
Multipoint Tech.	-	6	Lowell	Manuf.computer peripherals
The New York Times	25	-	Billerica	Publishing

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Pepperell Paper	-	100	Pepperell	Manufacturing-paper machinery
Peritus Software Service	140	147	Billerica	Manuf./Software developer
QAC, Inc.	30	132	Lowell	Manufacturing-Cable
Rand McNally, Inc.	86	350	Taunton	Publishing
Rockport	10	108	Lancaster	Shoe Distributor
Salt Winds Farms, Inc.	20	5	Westport	Agriculture
Seek Solutions	1	3	Methuen	Distribution
SPC, Inc.	4	-	Pittsfield	Plastics
Thunderbird Molding	30	-	Seekonk	Manuf. Spec.
VWR Scientific	5	30	Marlboro	Chemicals
Whistler Corp.	20	200	Chelmsford	Manuf.- radar electronics
Wonderland Ballroom	30	-	Revere	Entertainment
XRE, Inc.	12	160	Littleton	Manufacturing-medical equip.
ZBR Publications	65	285	Haverhill	Manufacturing-printing

3rd Quarter Total

1,362

3,029

Companies: 45

Fourth Quarter FY 1995 - 4/1/95 through 6/30/95

PROJECT/COMPANY	ESTIMATED JOBS CREATED	ESTIMATED JOBS RETAINED	CITY/TOWN	INDUSTRY
Abion International	1	-	Cambridge	Biotechnology
Accutech Plastics	20	30	Marlboro	Plastics
AFU - Technology	4	21	Cambridge	Software
American Biltrite, Inc.	50	85	Lowell	Manuf. - Tape
American Waste System	4	-	Hyannis	Waste Disposal
Applied Mailing	-	175	Westborough	Financial Services
Ascent Pharmaceuticals	25	16	Billerica	Pharmaceuticals
B & G Woodworking	-	55	Orange	Woodworking
B & T	5	-	New Bedford	Recycling
Bagel Haus	4	-	Lexington	Bakery
Borden Light Marine	20	5	Fall River	Marine
Boston Acoustic	20	180	Peabody	Manuf.-Electronics
Boyd Coating	10	40	Hudson	Special Coatings
Caldor	400	-	Westfield	Distribution
Central N.E. Pallet	30	30	Winchendon	Recycler
Cintas	25	110	Chelmsford	Uniform & cleaning
Computer Numerical Control	50	12	Lowell	Manuf. - Machine
Connigliaro Industries	5	15	Southborough	Recycler
Cortron	10	32	Methuen	Manuf. - Defense
Crescent Cardboard	35	28	Lee	Paper Converting
Delphi Internet	600	150	Lowell	Telecommunications
EISAI	75	-	Andover	Pharmaceuticals
ETEC, Inc.	4	13	Peabody	Manuf. - Software
Excel Corp.	100	80	Hyannis	Telecommunications
Garrepy Platers	-	15	Worcester	Plating
Governors America Corp	32	3	Agawam	Manufacturing
Greenfield Medical Products	5	5	Shrewsbury	Medical
Hi-Temperature Engineering	-	30	Peabody	Manuf - Machine
Imetrix	10	15	Falmouth	Manufacturing
Jane Avery	4	8	Everett	Manuf. - Garment
Joseph Pollack	200	250	Canton	Automotive

continued on page 33

JS Millwork, Inc.	-	20	Fall River	Mill Work
M & K Engineering	24	24	Woburn	Manuf. - Machine Parts
Main Street Brewery	30	-	Worcester	Micro-Brewer
Market Forge	35	150	Everett	Manufacturing
Mass Container Corp.	10	98	Marlboro	Manuf. - Box
Microtek	-	16	Chicopee	Assembly
New England Lobster	8	6	South Boston	Wholesale
National Fish & Seafood	40	158	Gloucester	Seafood processor
Neurotech	15	-	Boston	Software
Old Colony Envelope Company	-	425	Westfield	Envelope Manuf.
Parmalat USA	20	-	Framingham	Distributor - Milk
Physiometrixs	30	-	N. Billerica	Medical Instruments
Pilsbury	50	300	Chelsea	Food
Price & Silva Bakery	3	7	Lowell	Bakery
Quattro Composite	-	8	Fall River	Manuf. - specialty
Ramco	6	16	Beverly	Manufacturing
RPP Corp.	25	75	Lawrence	Manufacturing
Screaming Sheep	10	5	Brockton	Entertainment
Separation Technologies, Inc. (STI)	25	75	Needham	Environmental Tech.
Smith & Wesson	40	1,200	Springfield	Manufacturing
The Codman Research Group	25	-	Andover	Software
The Shareholder Services Corp.	40	2,400	Westborough	Financial Services
Thorsen/Compufab	-	28	Avon	Manuf. - specialty
Tripod Inc.	14	-	Williamstown	Software
Tuftane USA	5	-	Beverly	Manufacturing
US Tsubaki	126	250	Holyoke	Manufacturing
WR Grace	-	50	Lexington	Chemical
WSI	5	5	Waltham	Distribution

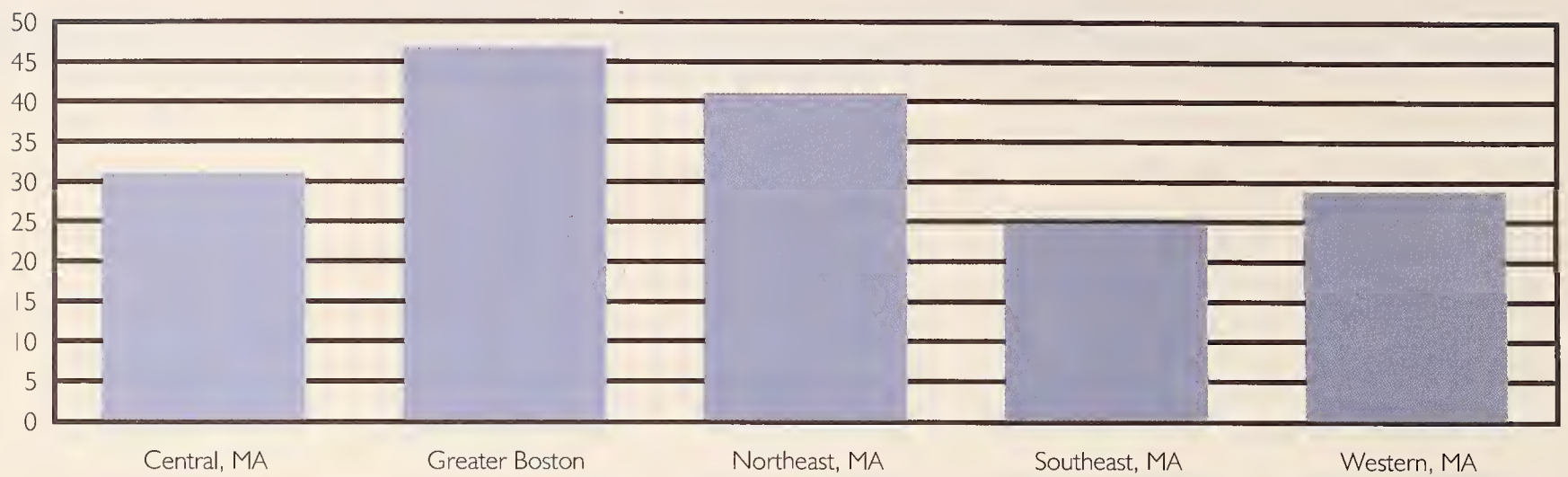
4th Quarter Total

2,334

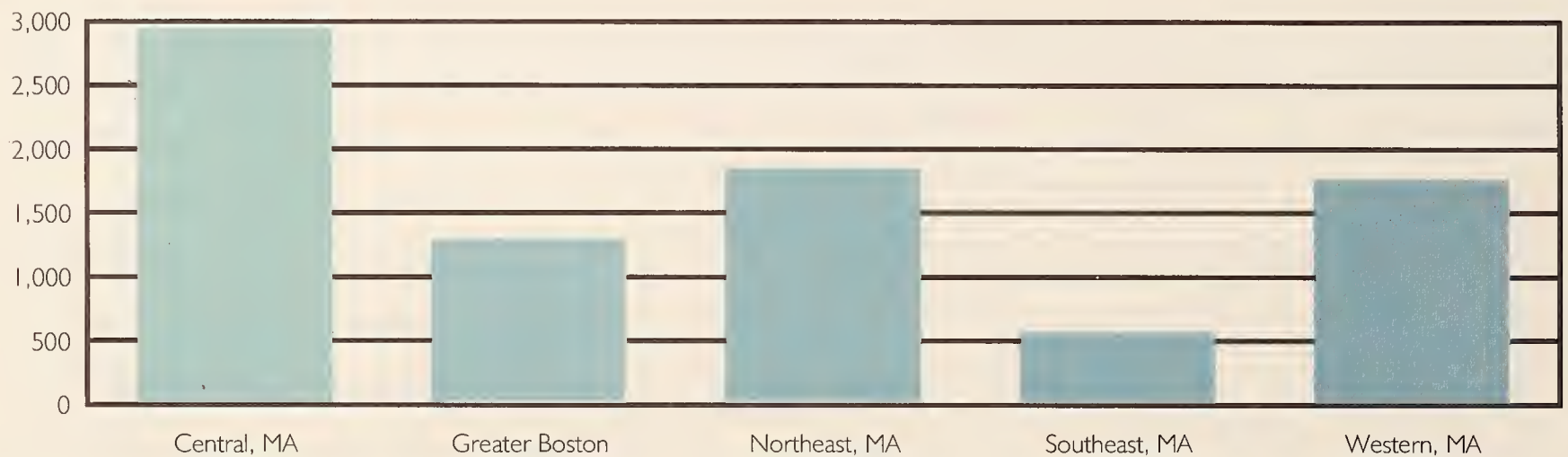
6,719

Companies: 59

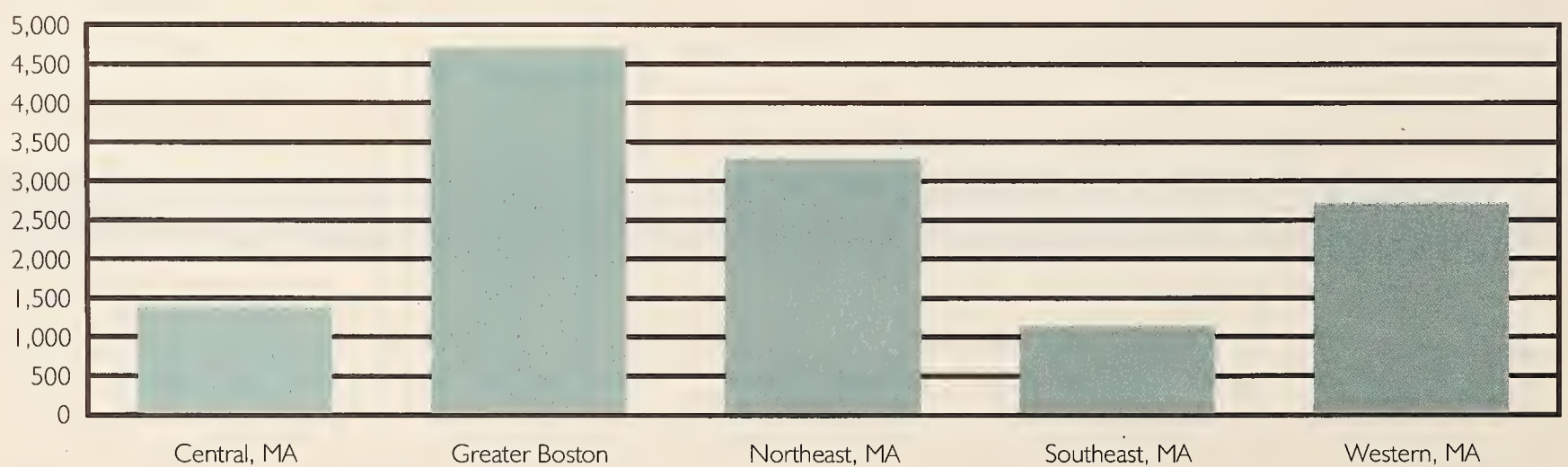
Total Number of Companies Assisted by MOBD FY 1995 - By Region



Total Jobs Created Through MOBD Efforts FY 1995 - By Region



Total Jobs Retained through MOBD Efforts FY 1995 - By Region



Regional Offices

Greater Boston

ONE ASHBURTON PLACE, ROOM 2101
BOSTON, MASSACHUSETTS 02108
(617) 727-3206
(617) 727-8797 FAX

Western Massachusetts

ONE ARMORY SQUARE
C/O SPRINGFIELD TECHNICAL COMMUNITY COLLEGE
SPRINGFIELD, MASSACHUSETTS 01105
(413) 784-1580
(413) 739-9175 FAX

Central Massachusetts

340 MAIN STREET, SUITE 305
WORCESTER, MASSACHUSETTS 01608
(508) 792-7506
(508) 792-7112 FAX

Northeastern Massachusetts

600 SUFFOLK STREET, 4TH FLOOR
LOWELL, MASSACHUSETTS 01854
(508) 970-1193
(508) 970-1570 FAX

Southeastern Massachusetts

U MASS DARTMOUTH
285 OLD WESTPORT ROAD
DARTMOUTH, MASSACHUSETTS 02747-2300
(508) 997-1438
(508) 997-3067 FAX